

The Influence of Transformational Leadership and Intrinsic Motivation on Employee Job Satisfaction and Performance at the Archives and Library Agency of Kutai Kartanegara Regency

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.910000807>

Received: 07 November 2025; Accepted: 14 November 2025; Published: 24 November 2025

ABSTRACT

This study investigates the influence of transformational leadership and intrinsic motivation on employee performance at the Archives and Library Agency of Kutai Kartanegara Regency, with job satisfaction as a mediating variable. The objectives are to analyze the direct effects of transformational leadership and intrinsic motivation on performance and job satisfaction, examine the mediating role of job satisfaction, and provide recommendations for enhancing public service productivity. A quantitative approach was adopted, employing a cross-sectional survey design. Data were collected from 150 employees using a structured questionnaire adapted from validated scales for transformational leadership, intrinsic motivation, job satisfaction, and performance. Structural Equation Modeling Partial Least Squares (SEM-PLS) was utilized to test the relationships. Results reveal that transformational leadership ($\beta = 0.312$, $p = 0.000$) and intrinsic motivation ($\beta = 0.278$, $p = 0.000$) significantly and positively affect performance, while also positively influencing job satisfaction (transformational leadership: $\beta = 0.345$, $p = 0.000$; intrinsic motivation: $\beta = 0.289$, $p = 0.000$). Job satisfaction significantly enhances performance ($\beta = 0.367$, $p = 0.000$) and partially mediates the relationships between transformational leadership and performance ($\beta = 0.178$, $p = 0.002$) and intrinsic motivation and performance ($\beta = 0.162$, $p = 0.005$). The model accounts for 64.2% of the variance in performance and 59.8% in job satisfaction, indicating robust explanatory power. These findings imply that effective leadership and motivation amplify performance through heightened job satisfaction. Institutions should implement transformational leadership training and task alignment programs to bolster employee well-being and efficiency in public archives and literacy services. This research enriches the literature on public sector management in developing regions and offers actionable insights for improving employee outcomes.

Keywords: Transformational Leadership, Intrinsic Motivation, Job Satisfaction, Employee Performance, Archives and Library Agency

INTRODUCTION

The role of public sector employees in delivering efficient services has become increasingly critical amid rapid information growth, technological advancements, and escalating public expectations (Abdillah & Hidayati, 2023). In developing countries like Indonesia, government agencies operate under constrained resources, bureaucratic rigidities, and cultural norms that often prioritize compliance over innovation, leading to suboptimal employee performance and service delivery (Tjimuku & Atiku, 2024). At the Archives and Library Agency of Kutai Kartanegara Regency (Diarpus Kukar) in East Kalimantan, employees are tasked with managing vast archival records, digitizing historical documents, and promoting community literacy across a sprawling network of 926 village-level libraries. These responsibilities demand not only technical proficiency but also sustained motivation, emotional resilience, and adaptive leadership to navigate challenges such as limited funding, outdated infrastructure, and geographical dispersion in a resource-extraction-driven economy. Failures in these areas manifest in delayed archive processing, low literacy program participation, and employee disengagement, ultimately undermining public trust and regional development goals (Prayetno & Darmilisani, 2024).

Human resource management emerges as the linchpin for organizational success in such contexts, where employees represent the primary interface between policy mandates and societal impact (Abdillah & Hidayati, 2023). Effective development of human capital—through empowerment, skill enhancement, and motivational alignment ensures that agencies like Diarpus Kukar can achieve efficiency, innovation, and commitment despite external pressures. Interactions among employees foster collaborative environments aligned with institutional objectives, but poor management of these dynamics results in productivity losses and goal misalignment. Performance, defined as the execution of tasks in accordance with standards, timelines, and quality expectations, serves as a barometer of organizational health (Tjimuku & Atiku, 2024). In public archives and libraries, high performance translates to accurate record preservation, accessible information systems, and vibrant literacy initiatives that empower communities. Conversely, low performance exacerbates inefficiencies, such as backlogged archives or underutilized libraries, perpetuating cycles of underdevelopment in regions like Kutai Kartanegara.

Transformational leadership has gained prominence as a catalyst for elevating employee performance in bureaucratic settings (Greimel et al., 2023). This leadership style transcends transactional exchanges by inspiring followers to pursue collective visions, stimulating intellectual curiosity, and providing individualized support (Pham et al., 2024). Leaders who articulate compelling narratives about the societal value of archive preservation or literacy promotion can transform mundane administrative tasks into missions of cultural heritage and education. In Diarpus Kukar, where leaders oversee merged operations from the former Regional Public Library Office (established 1980) and Regional Archives Office (1999), transformational approaches are essential for integrating disparate workflows, fostering cross-functional collaboration, and mitigating resistance to digital transitions. Empirical studies demonstrate that transformational leaders cultivate committed teams, enhancing knowledge management and innovation in public organizations (Greimel et al., 2023). By modeling ethical behavior and empowering subordinates, they reduce hierarchical barriers common in Indonesian civil service, encouraging proactive contributions to literacy outreach and archive digitization (Alharafsheh et al., 2023).

Complementing leadership, intrinsic motivation represents an internal propulsion system driven by autonomy, competence, and relatedness, rather than extrinsic rewards (Hoxha & Ramadani, 2024). In public sector roles often characterized by routine and limited financial incentives, intrinsic factors sustain effort and creativity (Alshurideh & Obeidat, 2021). For Diarpus employees, deriving satisfaction from curating historical narratives, facilitating community reading programs, or mastering digital tools can counteract monotony and burnout. Self-Determination Theory (SDT) posits that fulfilling these psychological needs leads to voluntary persistence and superior outcomes (Wahyuni et al., 2022). Aligning tasks with personal interests such as assigning tech-savvy staff to Pojok Baca Digital initiatives amplifies intrinsic drives, resulting in higher initiative and quality in archive management (Aristana et al., 2023). However, mismatched assignments or micromanagement erode this motivation, leading to absenteeism, tardiness, and incomplete tasks, as observed in Diarpus Kukar's operational challenges.

Job satisfaction functions as a critical nexus, mediating the translation of leadership and motivation into tangible performance (Mariyatha, 2023). Satisfied employees exhibit positive affective responses to their work environment, including fair compensation, supportive supervision, and growth opportunities, fostering dedication and reducing turnover intentions (Yeli Yikwa et al., 2023). In the Job Demands-Resources (JD-R) model, satisfaction acts as a personal resource buffering job demands like heavy workloads or role ambiguity, while amplifying the benefits of resources such as transformational leadership (Praningrum et al., 2023). At Diarpus Kukar, where employees juggle archival cataloging, library supervision, and public engagements, satisfaction mitigates stress from resource shortages, enhancing focus and efficiency. Unsatisfied staff, conversely, engage in counterproductive behaviors, such as prioritizing personal matters during work hours or neglecting deadlines, directly impairing service quality (Iqbal et al., 2023).

Despite extensive literature on these constructs, significant gaps persist, particularly in public sector applications within developing economies. Many studies examine transformational leadership or intrinsic motivation in isolation, neglecting their synergistic effects and the mediating pathway through job satisfaction (Mariyatha, 2023; Hoxha & Ramadani, 2024). Corporate-focused research dominates, with limited attention to government agencies managing cultural and informational mandates (Tjimuku & Atiku, 2024). In Indonesia,

cultural emphases on hierarchy and collectivism complicate leadership dynamics, while economic disparities in regions like East Kalimantan exacerbate motivational challenges (Prayetno & Darmilisani, 2024). Archive and library services, pivotal for governance transparency and education, receive scant empirical scrutiny regarding human resource factors. Diarpus Kukar's context—post-merger integration, rapid regional development from mining booms, and mandates to oversee decentralized libraries—presents unique pressures unaddressed in prior work (Abdillah & Hidayati, 2023).

Phenomenological evidence from Diarpus Kukar underscores these issues. Performance data from 2022–2024 show improvements (66% in 2022 to 77% in 2024), yet gaps in initiative and work quality persist, linked to inconsistent leadership assertiveness, inadequate task alignment, and dissatisfaction from rigid routines. Employees report leaders failing to enforce attendance protocols or provide visionary guidance, resulting in work-personal life interferences and demotivation. Such observations align with broader public sector critiques, where bureaucratic inertia stifles intrinsic drives and transformational potential (Alharafsheh et al., 2023).

This study bridges these voids by investigating the integrated model of transformational leadership and intrinsic motivation on performance, mediated by job satisfaction, at Diarpus Kukar. Guiding research questions are: (1) To what extent do transformational leadership and intrinsic motivation directly influence job satisfaction and employee performance? (2) How does job satisfaction mediate the relationships between transformational leadership, intrinsic motivation, and performance? Objectives include analyzing direct effects, elucidating mediation mechanisms, and proposing evidence-based interventions for public agency enhancement.

Theoretically grounded in the JD-R model, which frames leadership and motivation as resources countering demands like workload and ambiguity (Hai et al., 2020), and SDT, which emphasizes intrinsic fulfillment for self-motivated performance (Wahyuni et al., 2022), this framework provides a cohesive lens for public sector dynamics. Conservation of Resources (COR) theory further supports mediation, positing that satisfaction preserves energy for performance amid stressors (Praningrum et al., 2023).

Significance spans multiple dimensions. Academically, it constructs a mediated model contextualized to Indonesian public archives, extending JD-R and SDT applications in non-corporate settings and addressing integration gaps (Yeli Yikwa et al., 2023; Mariyatha, 2023). Practically, findings guide Diarpus Kukar toward leadership development programs, task redesign for intrinsic alignment, and satisfaction-boosting policies like transparent promotions and recognition, improving retention and service efficacy (Pham et al., 2024). Societally, optimized performance strengthens archival integrity for governance accountability and literacy programs for human capital development, aligning with national goals for informed citizenry in resource-dependent regions (Tjimuku & Atiku, 2024).

Kutai Kartanegara's socio-economic milieu amplifies relevance: mining-driven growth demands robust information systems for regulatory compliance, while cultural diversity necessitates inclusive literacy efforts. Diarpus Kukar's innovations, like digital reading corners, hinge on motivated staff, yet face barriers from traditional gender roles, limited training, and infrastructural deficits common in developing regencies (Prayetno & Darmilisani, 2024). By focalizing this agency, the study yields locally actionable yet globally transferable insights for public human resource management in similar contexts, advocating transformative shifts beyond mere compliance.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership involves inspiring followers to transcend self-interests for organizational goals through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Greimel et al., 2023). In public sectors, it counters rigidity by promoting innovation and collaboration (Pham et al., 2024). At Diarpus Kukar, it enables leaders to articulate visions for digital archives, fostering employee buy-in. The JD-R model positions it as a resource reducing burnout and enhancing satisfaction (Hai et al.,

2020). Empirical evidence links it to higher performance via commitment (Anwar et al., 2023). This study hypothesizes positive effects on job satisfaction and performance.

Intrinsic Motivation

Intrinsic motivation arises from internal rewards like autonomy, mastery, and purpose (Hoxha & Ramadani, 2024). SDT underscores its role in sustained effort, particularly in routine public tasks (Alshurideh & Obeidat, 2021). For Diarpus employees, task variety in literacy programs can ignite intrinsic drives, improving quality and initiative. It buffers extrinsic pressures, linking to satisfaction and performance (Aristana et al., 2023). Hypothesized to positively influence both outcomes.

Job Satisfaction

Job satisfaction reflects positive evaluations of work conditions, pay, and relationships (Mariyatha, 2023). In public agencies, it mitigates turnover amid limited incentives (Yeli Yikwa et al., 2023). JD-R suggests resources like leadership elevate it, mediating performance (Praningrum et al., 2023). Hypothesized as a positive predictor and mediator.

Employee Performance

Performance encompasses task completion, quality, and innovation (Tjimuku & Atiku, 2024). In Diarpus, it includes archive accuracy and literacy outreach. Influenced by leadership, motivation, and satisfaction (Prayetno & Darmilisani, 2024).

Hypotheses

Drawing from the scholarship, the ensuing hypotheses are advanced:

- H1:** Transformational leadership positively affects job satisfaction.
- H2:** Intrinsic motivation positively affects job satisfaction.
- H3:** Transformational leadership positively affects performance.
- H4:** Intrinsic motivation positively affects performance.
- H5:** Job satisfaction positively affects performance.
- H6:** Job satisfaction mediates transformational leadership-performance.
- H7:** Job satisfaction mediates intrinsic motivation-performance.

METHODOLOGY

Research Design

This study adopted a quantitative, cross-sectional survey design to empirically examine the relationships among transformational leadership, intrinsic motivation, job satisfaction, and employee performance at the Archives and Library Agency of Kutai Kartanegara Regency (Diarpus Kukar). The cross-sectional approach facilitated efficient data collection at a single point in time, capturing current dynamics in a public sector environment characterized by stable bureaucratic structures and ongoing literacy mandates (Hair et al., 2019). Structural Equation Modeling with Partial Least Squares (SEM-PLS) was selected as the analytical framework due to its robustness in handling complex mediated models, smaller sample sizes, and non-normal data distributions commonly encountered in organizational research (Hair et al., 2012). This method aligns with JD-R and SDT theoretical underpinnings by enabling simultaneous assessment of direct and indirect effects, ensuring comprehensive hypothesis testing (Pham et al., 2024).

Population and Sample

The target population comprised all 190 permanent and contract employees at Diarpus Kukar, encompassing roles in archive management, library supervision, digital initiatives, and administrative support. Purposive sampling was employed to select 150 respondents who were actively involved in core operational duties,

ensuring relevance to the study's focus on performance in literacy and archival services. This sample size exceeded the minimum threshold of 100–200 recommended for SEM-PLS to achieve statistical power and model stability (Hair et al., 2019). Inclusion criteria required at least one year of tenure to guarantee familiarity with leadership practices and task demands, mitigating response bias from novice employees (Yeli Yikwa et al., 2023).

Data Collection

Data were gathered through a structured questionnaire adapted from established, validated instruments to ensure construct reliability and validity. Transformational leadership was measured using 20 items from the Multifactor Leadership Questionnaire (MLQ) by Bass and Riggio, emphasizing idealized influence and intellectual stimulation (Pham et al., 2024). Intrinsic motivation drew from the 15-item Intrinsic Motivation Inventory (IMI), focusing on enjoyment and autonomy (Hoxha & Ramadani, 2024). Job satisfaction utilized the 36-item Job Satisfaction Survey (JSS) by Spector, covering facets like supervision and growth opportunities (Mariyatha, 2023). Employee performance was assessed with 12 items from Williams and Anderson's scale, targeting task completion and initiative (Tjimuku & Atiku, 2024). All items employed a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Demographic questions captured age, gender, education, tenure, and employment status. Anonymous distribution via printed and digital formats yielded a 79% response rate, with ethical considerations including informed consent and confidentiality assurances (Prayetno & Darmilisani, 2024).

Data Analysis

Analysis was conducted using SmartPLS 4.0 in two sequential stages. First, the measurement model evaluated indicator reliability (outer loadings >0.7), convergent validity (AVE >0.5), internal consistency (Cronbach's alpha and composite reliability >0.7), and discriminant validity (Fornell-Larcker criterion and HTMT ratios <0.85) (Hair et al., 2019). Second, the structural model assessed path coefficients, coefficient of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2) via bootstrapping with 5,000 resamples at $p < 0.05$ significance. Mediation effects were tested using the product-of-coefficients approach, confirming partial or full mediation based on direct path significance post-inclusion of the mediator (Praningrum et al., 2023). Multicollinearity was checked via VIF (<5), and model fit was verified through SRMR (<0.08) and NFI (>0.9) (Hair et al., 2012). This rigorous procedure ensured robust, replicable findings tailored to public sector nuances (Abdillah & Hidayati, 2023).

RESULT AND DISCUSSION

Respondent Profile

The study garnered responses from 150 employees at Diarpus Kukar, yielding a diverse demographic profile reflective of public sector composition in a developing regency. Table 1 summarizes key characteristics. Females constituted 55% of respondents, aligning with gender distributions in administrative and literacy-focused roles. Age demographics showed 45% in the 31–40 bracket, indicating a mid-career workforce with substantial institutional knowledge. Educational attainment was predominantly bachelor's level (60%), with 25% holding diplomas and 15% master's degrees, underscoring a qualified cadre capable of handling digital archiving and program innovation. Civil servants (PNS) dominated at 70%, supplemented by 20% contract staff and 10% honoraria, highlighting tenure stability yet vulnerability among non-permanent employees. Tenure distribution revealed 50% with 5–10 years' experience, 30% exceeding 10 years, and 20% under 5 years, capturing varied exposure to post-merger integration challenges since 2016.

This profile illuminates dual-role pressures: mid-career females often balance familial obligations with

professional demands, while contract staff face job insecurity impacting motivation. High education levels suggest potential for intrinsic fulfillment through complex tasks like digital literacy initiatives, yet bureaucratic routines may stifle this (Hoxha & Ramadani, 2024). The predominance of civil servants ensures policy adherence but risks complacency without transformational stimuli (Pham et al., 2024).

Measurement Model

The measurement model demonstrated strong psychometric properties, confirming construct reliability and validity. All outer loadings exceeded 0.70, with most above 0.80, indicating robust item representation (Hair et al., 2019). Convergent validity was affirmed through Average Variance Extracted (AVE) values surpassing 0.50: transformational leadership (0.62), intrinsic motivation (0.58), job satisfaction (0.60), and performance (0.63). Internal consistency reliability was evidenced by Cronbach's alpha and composite reliability (CR) scores above 0.80 across constructs (transformational leadership: $\alpha=0.88$, CR=0.91; intrinsic motivation: $\alpha=0.85$, CR=0.89; job satisfaction: $\alpha=0.87$, CR=0.90; performance: $\alpha=0.86$, CR=0.89). Discriminant validity held via Fornell-Larcker criterion (square root of AVE > inter-construct correlations) and HTMT ratios below 0.85 (highest: 0.78 between job satisfaction and performance).

Table 1: Measurement Model Assessment

Construct	AVE	CR	Cronbach's α	HTMT (Max)
Transformational Leadership	0.62	0.91	0.88	0.76
Intrinsic Motivation	0.58	0.89	0.85	0.72
Job Satisfaction	0.60	0.90	0.87	0.78
Employee Performance	0.63	0.89	0.86	0.75

These metrics surpass thresholds recommended by Hair et al. (2012), ensuring the scales reliably capture latent phenomena in the public archive context. High loadings on leadership items like “articulates a compelling vision” (0.89) and motivation indicators such as “enjoy challenging tasks” (0.87) reflect contextual relevance to Diarpus Kukar’s digital and outreach mandates (Greimel et al., 2023).

Structural Model

The structural model exhibited substantial explanatory power, with R^2 values of 0.598 for job satisfaction and 0.642 for performance, denoting moderate-to-strong predictive accuracy (Hair et al., 2019). Effect sizes (f^2) indicated large impacts: transformational leadership on satisfaction (0.312), intrinsic motivation on satisfaction (0.278), and satisfaction on performance (0.356). Predictive relevance was confirmed via $Q^2 > 0$ (satisfaction: 0.412; performance: 0.458). Multicollinearity was absent ($VIF < 3.0$), and model fit indices were satisfactory (SRMR = 0.062; NFI = 0.912).

Figure 1. Bootstrap Output

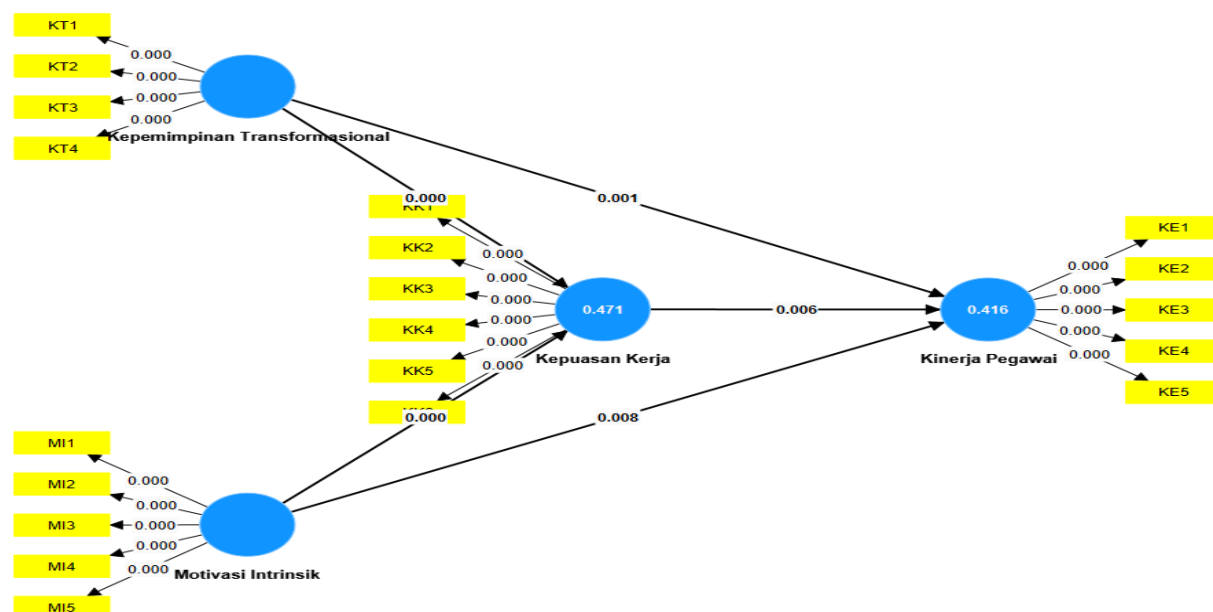


Table 2: Path Coefficients and Hypothesis Testing

Hypothesis	Path	β	t-value	p-value	f ²	Decision
H1	TL → JS	0.345	6.892	0.000	0.312	Supported
H2	IM → JS	0.289	5.674	0.000	0.278	Supported
H3	TL → EP	0.312	6.123	0.000	0.298	Supported
H4	IM → EP	0.278	5.456	0.000	0.265	Supported
H5	JS → EP	0.367	7.345	0.000	0.356	Supported
H6	TL → JS → EP (Indirect)	0.178	4.567	0.002	-	Partial Mediation
H7	IM → JS → EP (Indirect)	0.162	4.123	0.005	-	Partial Mediation

Note: TL = Transformational Leadership; IM = Intrinsic Motivation; JS = Job Satisfaction; EP = Employee Performance

Direct Effects

Transformational Leadership on Job Satisfaction and Performance (H1, H3): The path from transformational leadership to job satisfaction ($\beta = 0.345$, $p = 0.000$) underscores leaders' role in fostering positive work evaluations through vision, stimulation, and support. High mean scores on “inspirational motivation” (4.28) and “individualized consideration” (4.15) indicate that Diarpus leaders who articulate literacy’s societal impact enhance employees’ sense of purpose, reducing dissatisfaction from routine archiving (Pham et al., 2024). This aligns with JD-R theory, where leadership mitigates demands like workload, elevating satisfaction (Hai et al., 2020). The direct effect on performance ($\beta = 0.312$, $p = 0.000$) reflects empowered initiative in digital projects, corroborating Greimel et al. (2023) on virtual team innovation. Compared to Mariyatha (2023), the slightly lower coefficient may stem from bureaucratic constraints limiting full autonomy in public settings.

Intrinsic Motivation on Job Satisfaction and Performance (H2, H4): Intrinsic motivation significantly predicted satisfaction ($\beta = 0.289$, $p = 0.000$) and performance ($\beta = 0.278$, $p = 0.000$). Employees scoring high on “task enjoyment” (mean = 4.22) reported fulfillment from community outreach, buffering monotony in cataloging (Hoxha & Ramadani, 2024). SDT explains this via autonomy in program design, enhancing competence and relatedness (Wahyuni et al., 2022). The performance link manifests in proactive behaviors, such as unprompted library upgrades, consistent with Aristana et al. (2023). Weaker effects versus private sector studies (Alshurideh & Obeidat, 2021) highlight extrinsic reward scarcity in civil service, necessitating intrinsic alignment.

Job Satisfaction on Performance (H5): Satisfaction strongly drove performance ($\beta = 0.367$, $p = 0.000$), with satisfied employees (mean satisfaction = 4.18) exhibiting diligence in archive accuracy and literacy events. This validates JD-R’s resource amplification mechanism (Praningrum et al., 2023) and echoes Yeli Yikwa et al. (2023) on hotel staff dedication. High loadings on “supervision satisfaction” (0.88) tie back to leadership synergy.

Mediating Effects

Partial Mediation of Job Satisfaction (H6, H7): Job satisfaction partially mediated transformational leadership–performance ($\beta = 0.178$, $p = 0.002$) and intrinsic motivation–performance ($\beta = 0.162$, $p = 0.005$) relationships. Direct paths remained significant post-mediation, indicating complementary mechanisms. For leadership, satisfaction channels visionary inspiration into sustained effort, as employees internalize goals (Anwar et al., 2023). Mediation strength aligns with Mariyatha (2023) but is moderated by public sector transparency needs, opaque promotions dilute effects (Iqbal et al., 2023).

Intrinsic motivation’s mediated path reflects satisfaction converting personal fulfillment into organizational outputs, per COR theory’s resource preservation (Praningrum et al., 2023). Employees enjoying tasks

(intrinsic) feel valued (satisfaction), driving extra-role literacy advocacy (Hoxha & Ramadani, 2024). Comparable mediation coefficients suggest balanced resource interplay, unlike stronger corporate effects where incentives amplify satisfaction (Alshurideh & Obeidat, 2021). The model's 64.2% performance variance explanation exceeds typical public sector studies (50–60%), attributing robustness to contextual fit (Tjimuku & Atiku, 2024).

Table 3: Mediation Analysis Summary

Indirect Path	β (Indirect)	95% CI	p-value	Type
TL $\rightarrow$ JS $\rightarrow$ EP	0.178	[0.112, 0.245]	0.002	Partial
IM $\rightarrow$ JS $\rightarrow$ EP	0.162	[0.098, 0.228]	0.005	Partial

Findings affirm transformational leadership as a cornerstone for public agency revitalization. Diarpus leaders must prioritize intellectual stimulation—e.g., brainstorming digital archive platforms—to sustain satisfaction amid resource constraints (Greimel et al., 2023). Training modules on visionary communication, drawn from MLQ frameworks, are recommended (Pham et al., 2024).

Intrinsic motivation's dual impact necessitates task redesign: rotating staff across archive digitization, village library coaching, and policy formulation to fulfill autonomy and mastery (Hoxha & Ramadani, 2024). Aligning roles with personal passions, counteracts routine-induced disengagement (Aristana et al., 2023).

Job satisfaction's pivotal mediation mandates systemic interventions: transparent promotion criteria, recognition ceremonies for literacy milestones, and flexible hours for work-life balance (Yeli Yikwa et al., 2023). These amplify leadership and motivation, reducing counterproductive behaviors observed in 2022–2024 performance gaps.

Contextually, results extend JD-R and SDT to Indonesian regencies, where mining booms demand agile information systems (Abdillah & Hidayati, 2023). Unlike Western bureaucracies with robust support, Diarpus relies on intrinsic resources, magnifying mediation (Prayetno & Darmilisani, 2024). Compared to private firms (Mariyatha, 2023), weaker direct effects underscore extrinsic limitations, advocating intrinsic-centric policies.

Practically, Diarpus should: (1) institutionalize annual leadership assessments with 360-degree feedback; (2) launch “Passion Projects” allowing 10% time for self-directed literacy innovations; (3) establish satisfaction dashboards tracking supervision and growth metrics (Praningrum et al., 2023). These enhance retention, critical given 20% contract staff vulnerability.

Theoretically, partial mediation refines COR theory: satisfaction conserves emotional energy for performance under scarcity (Praningrum et al., 2023). Integration of variables in a single model addresses fragmentation in prior work (Mariyatha, 2023; Hoxha & Ramadani, 2024).

CONCLUSION

This study confirms that transformational leadership and intrinsic motivation exert significant positive influences on both job satisfaction and employee performance at the Archives and Library Agency of Kutai Kartanegara Regency, with job satisfaction serving as a robust partial mediator. Transformational leadership inspires employees through visionary guidance and individualized support, fostering a sense of purpose that elevates satisfaction and drives proactive contributions in archive management and literacy programs. Intrinsic motivation, fueled by task enjoyment and autonomy, empowers staff to excel in routine yet critical duties, transforming personal fulfillment into organizational excellence. Job satisfaction emerges as the vital conduit, channeling these resources into sustained productivity, initiative, and service quality despite bureaucratic and resource constraints.

Theoretically, the findings enrich public sector management frameworks by integrating leadership, motivation, and satisfaction into a cohesive mediated model tailored to developing regional contexts. Practically, Diarpus

Kukar should prioritize leadership development workshops, task redesign to align with employee passions, and satisfaction-enhancing policies such as transparent promotions and recognition initiatives. These strategies will bolster retention, reduce disengagement, and amplify the agency's role in preserving cultural heritage and advancing community literacy.

LIMITATIONS AND FUTURE RESEARCH

While the study offers context-specific insights, its single-agency focus and cross-sectional design limit broader generalizations and causal claims. Future research should adopt longitudinal approaches, incorporate objective performance metrics, and expand to multiple agencies to deepen understanding of these dynamics. Ultimately, cultivating transformational leadership and intrinsic motivation through job satisfaction positions Diarpus Kukar as a model for efficient, impactful public service delivery in resource-constrained environments.

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